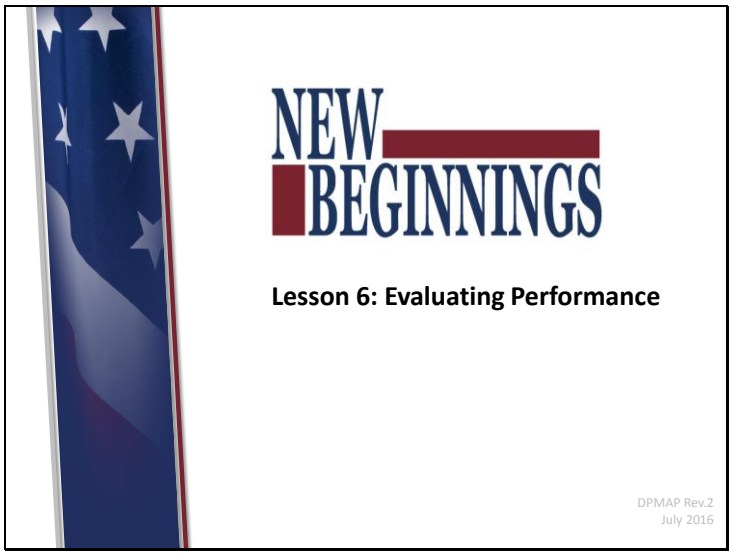
Slide 1


NEW BEGINNINGS
Lesson 6: Evaluating Performance
DPMAP Rev.2
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Slide 2

NEW BEGINNINGS
SERVICE
Pride
readiness
WORKFORCE PLANNING
Supervisor Performance
communication
Leadership
NEW
Ownership
hiring
BEGINNINGS
Guides
FOCUS
EXCELLENCE
accountability
MENTORING
tools
mission
Teamwork
PERFORMANCE
Commitment
training
Rewards
DCPAS
No surprises for either party at the end of the appraisal cycle
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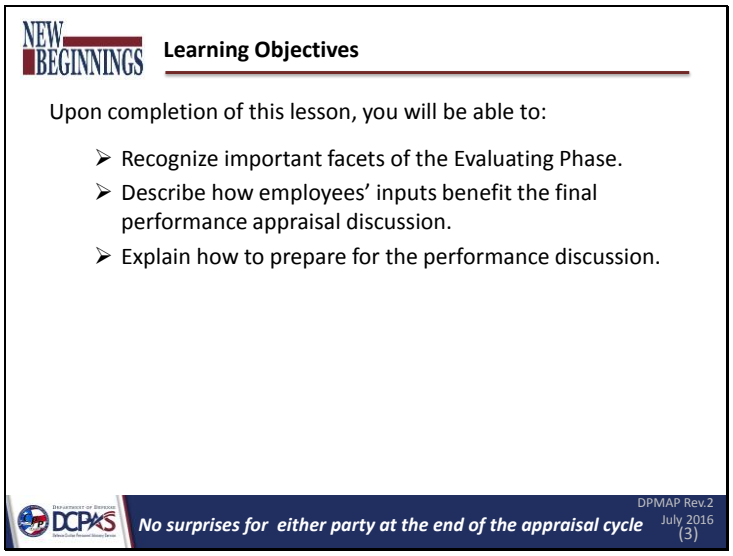
NEW BEGINNINGS
Learning Objectives
Upon completion of this lesson, you will be able to:
Recognize important facets of the Evaluating Phase.
Describe how employees' inputs benefit the final performance appraisal discussion.
Explain how to prepare for the performance discussion.
DCPAS
No surprises for either party at the end of the appraisal cycle
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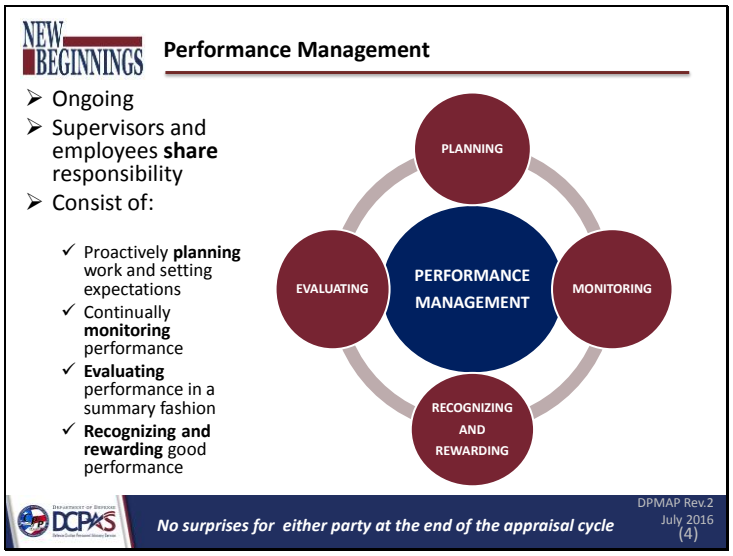
Slide 4


NEW BEGINNINGS
Performance Management
Ongoing
Supervisors and employees share responsibility
Consist of:
Proactively planning work and setting expectations
Continually monitoring performance
Evaluating performance in a summary fashion
Recognizing and rewarding good performance
PLANNING
EVALUATING
PERFORMANCE MANAGEMENT
MONITORING
RECOGNIZING AND REWARDING
DCPAS
No surprises for either party at the end of the appraisal cycle
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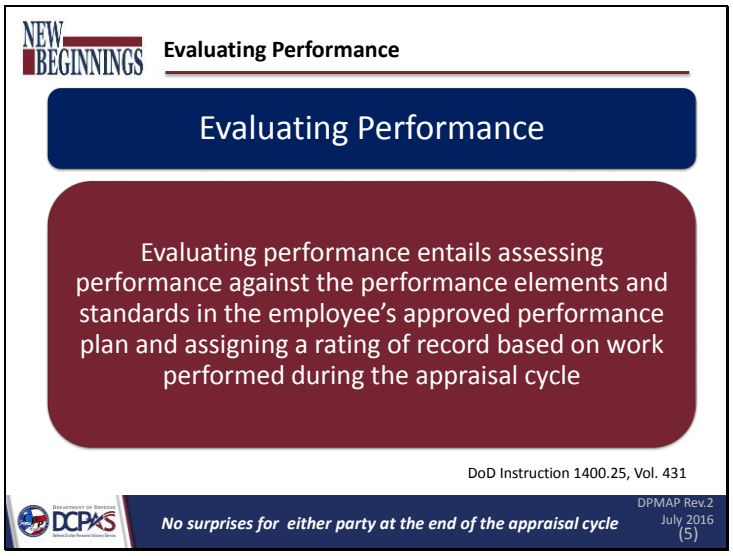
Slide 5


NEW BEGINNINGS
Evaluating Performance
Evaluating Performance
Evaluating performance entails assessing performance against the performance elements and standards in the employee's approved performance plan and assigning a rating of record based on work performed during the appraisal cycle
DoD Instruction 1400.25, Vol. 431
DCPAS
No surprises for either party at the end of the appraisal cycle
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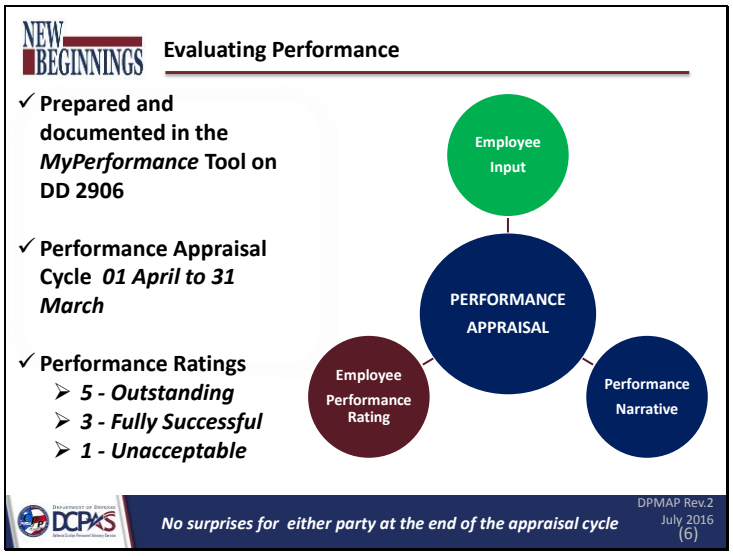
Slide 6


NEW BEGINNINGS
Evaluating Performance
✓ Prepared and documented in the *MyPerformance* Tool on DD 2906
✓ Performance Appraisal Cycle *01 April to 31 March*
✓ Performance Ratings
➢ *5 - Outstanding*
➢ *3 - Fully Successful*
➢ *1 - Unacceptable*
Employee Input
PERFORMANCE APPRAISAL
Employee Performance Rating
Performance Narrative
DCPAS
No surprises for either party at the end of the appraisal cycle
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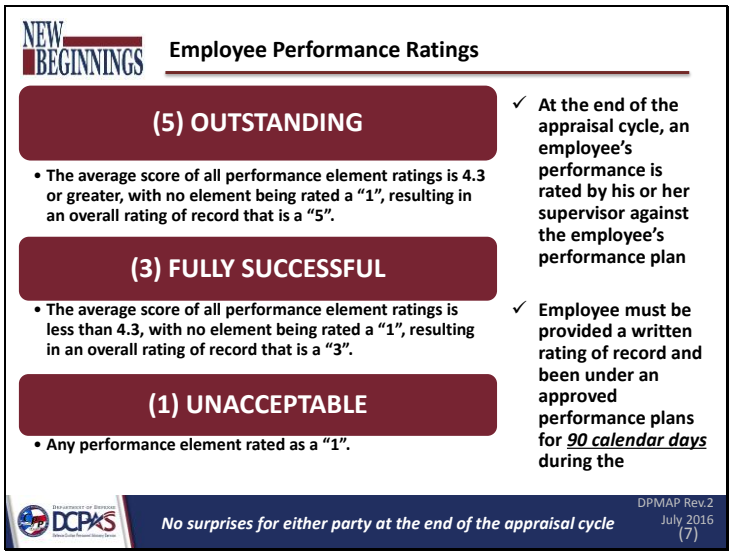
Slide 7


NEW BEGINNINGS
Employee Performance Ratings
(5) OUTSTANDING
• The average score of all performance element ratings is 4.3 or greater, with no element being rated a "1", resulting in an overall rating of record that is a "5".
(3) FULLY SUCCESSFUL
• The average score of all performance element ratings is less than 4.3, with no element being rated a "1", resulting in an overall rating of record that is a "3".
(1) UNACCEPTABLE
• Any performance element rated as a "1".
✓ At the end of the appraisal cycle, an employee's performance is rated by his or her supervisor against the employee's performance plan
✓ Employee must be provided a written rating of record and been under an approved performance plans for 90 calendar days during the
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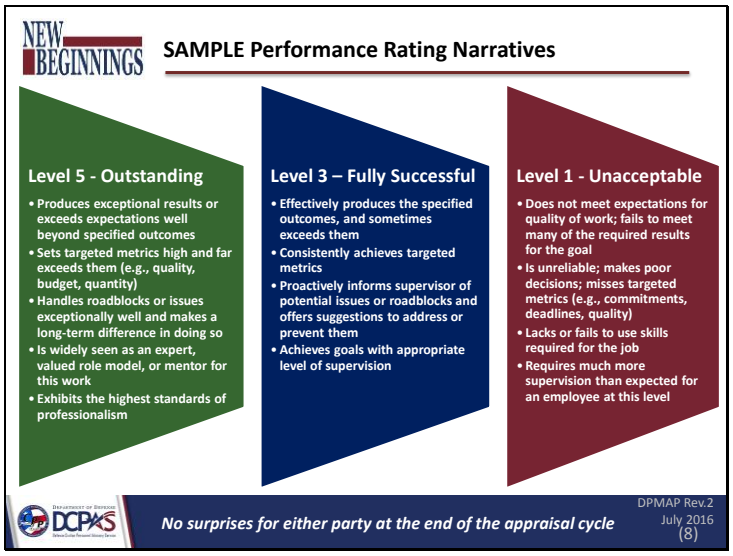
Slide 8


NEW BEGINNINGS
SAMPLE Performance Rating Narratives
Level 5 - Outstanding
• Produces exceptional results or exceeds expectations well beyond specified outcomes
• Sets targeted metrics high and far exceeds them (e.g., quality, budget, quantity)
• Handles roadblocks or issues exceptionally well and makes a long-term difference in doing so
• Is widely seen as an expert, valued role model, or mentor for this work
• Exhibits the highest standards of professionalism
Level 3 – Fully Successful
• Effectively produces the specified outcomes, and sometimes exceeds them
• Consistently achieves targeted metrics
• Proactively informs supervisor of potential issues or roadblocks and offers suggestions to address or prevent them
• Achieves goals with appropriate level of supervision
Level 1 - Unacceptable
• Does not meet expectations for quality of work; fails to meet many of the required results for the goal
• Is unreliable; makes poor decisions; misses targeted metrics (e.g., commitments, deadlines, quality)
• Lacks or fails to use skills required for the job
• Requires much more supervision than expected for an employee at this level
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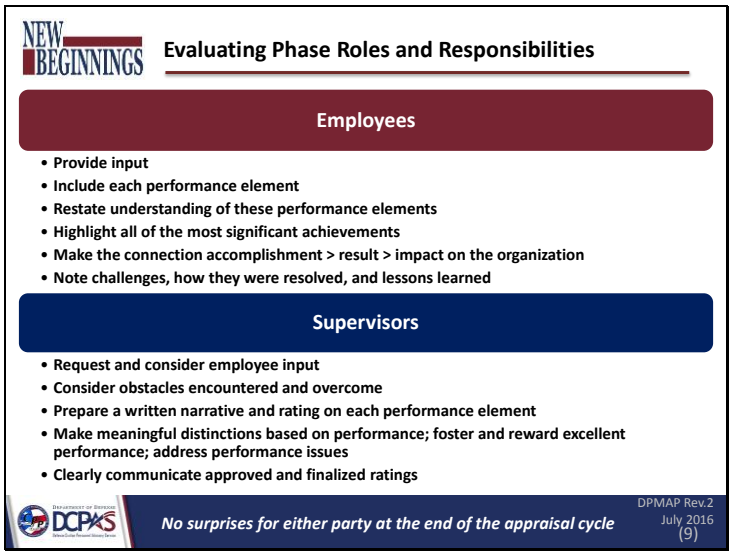
NEW BEGINNINGS
Evaluating Phase Roles and Responsibilities
Employees
• Provide input
• Include each performance element
• Restate understanding of these performance elements
• Highlight all of the most significant achievements
• Make the connection accomplishment > result > impact on the organization
• Note challenges, how they were resolved, and lessons learned
Supervisors
• Request and consider employee input
• Consider obstacles encountered and overcome
• Prepare a written narrative and rating on each performance element
• Make meaningful distinctions based on performance; foster and reward excellent performance; address performance issues
• Clearly communicate approved and finalized ratings
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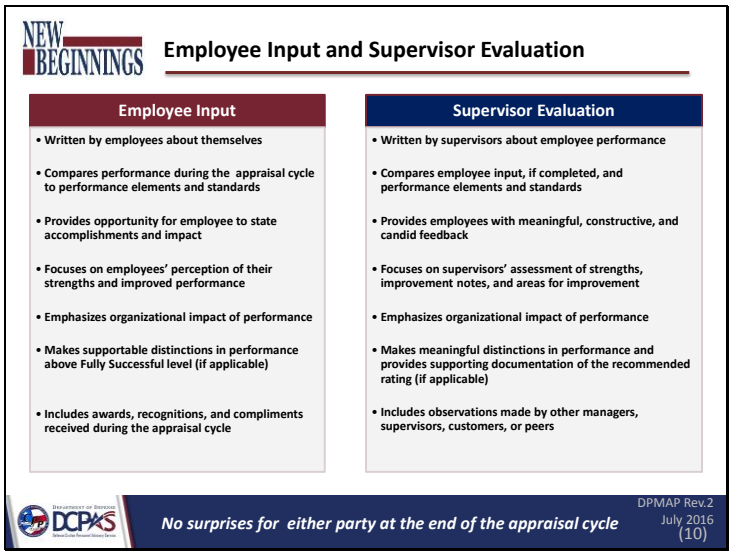
Slide 10


NEW BEGINNINGS
Employee Input and Supervisor Evaluation
Employee Input
• Written by employees about themselves
• Compares performance during the appraisal cycle to performance elements and standards
• Provides opportunity for employee to state accomplishments and impact
• Focuses on employees' perception of their strengths and improved performance
• Emphasizes organizational impact of performance
• Makes supportable distinctions in performance above Fully Successful level (if applicable)
• Includes awards, recognitions, and compliments received during the appraisal cycle
Supervisor Evaluation
• Written by supervisors about employee performance
• Compares employee input, if completed, and performance elements and standards
• Provides employees with meaningful, constructive, and candid feedback
• Focuses on supervisors' assessment of strengths, improvement notes, and areas for improvement
• Emphasizes organizational impact of performance
• Makes meaningful distinctions in performance and provides supporting documentation of the recommended rating (if applicable)
• Includes observations made by other managers, supervisors, customers, or peers
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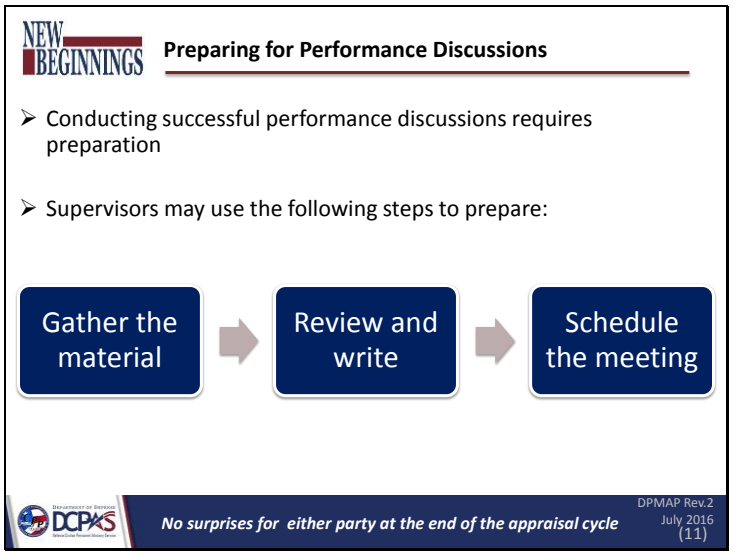
NEW BEGINNINGS
Preparing for Performance Discussions
Conducting successful performance discussions requires preparation
Supervisors may use the following steps to prepare:
Gather the material
Review and write
Schedule the meeting
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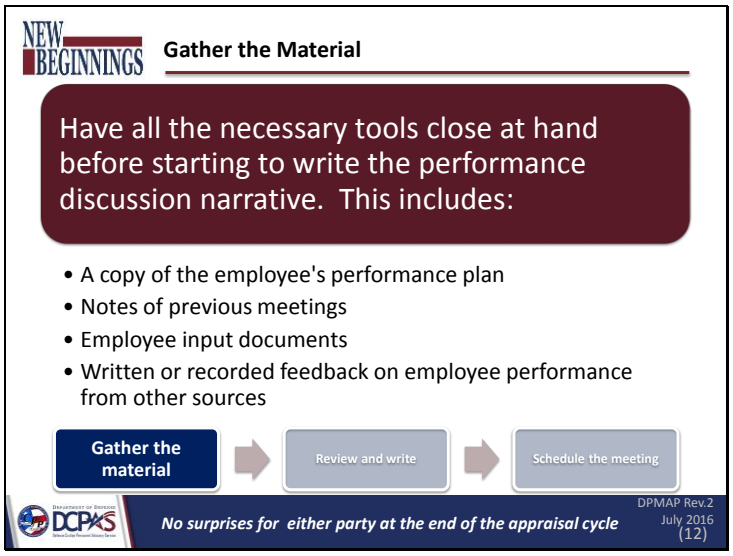
NEW BEGINNINGS
Gather the Material
Have all the necessary tools close at hand before starting to write the performance discussion narrative. This includes:
• A copy of the employee's performance plan
• Notes of previous meetings
• Employee input documents
• Written or recorded feedback on employee performance from other sources
Gather the material
Review and write
Schedule the meeting
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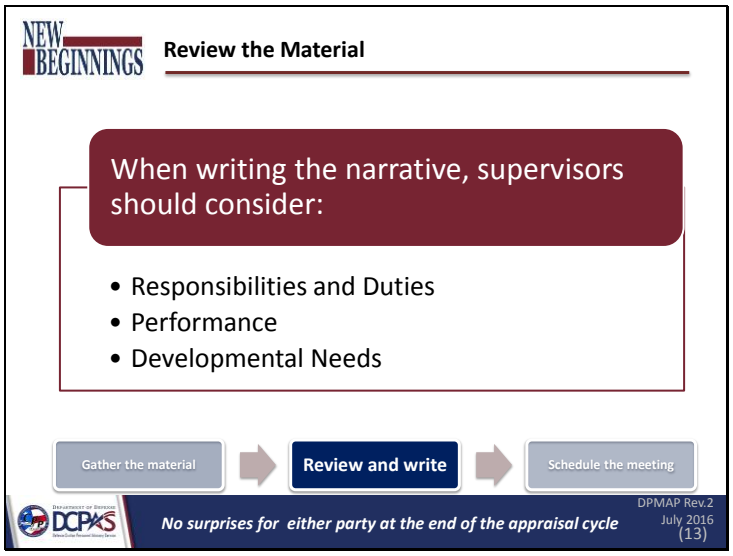
Slide 13


NEW BEGINNINGS
Review the Material
When writing the narrative, supervisors should consider:
• Responsibilities and Duties
• Performance
• Developmental Needs
Gather the material
Review and write
Schedule the meeting
DCPAS
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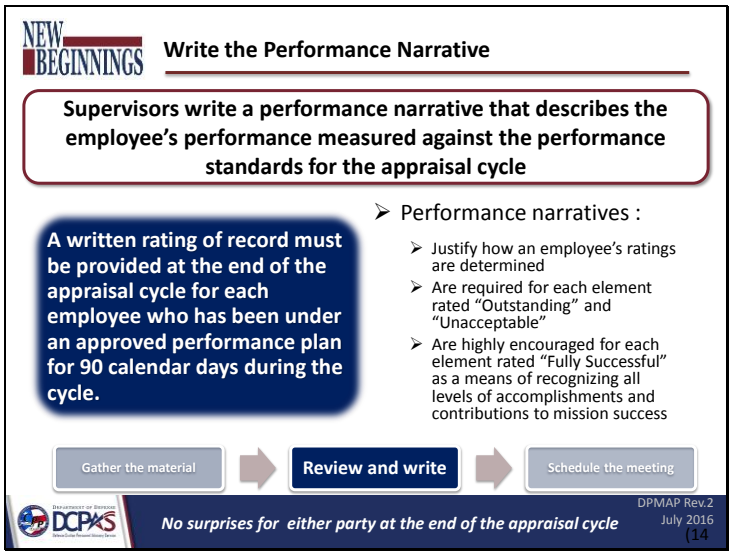
NEW BEGINNINGS
Write the Performance Narrative
Supervisors write a performance narrative that describes the employee's performance measured against the performance standards for the appraisal cycle
A written rating of record must be provided at the end of the appraisal cycle for each employee who has been under an approved performance plan for 90 calendar days during the cycle.
Performance narratives :
Justify how an employee's ratings are determined
Are required for each element rated "Outstanding" and "Unacceptable"
Are highly encouraged for each element rated "Fully Successful" as a means of recognizing all levels of accomplishments and contributions to mission success
Gather the material
Review and write
Schedule the meeting
DCPAS
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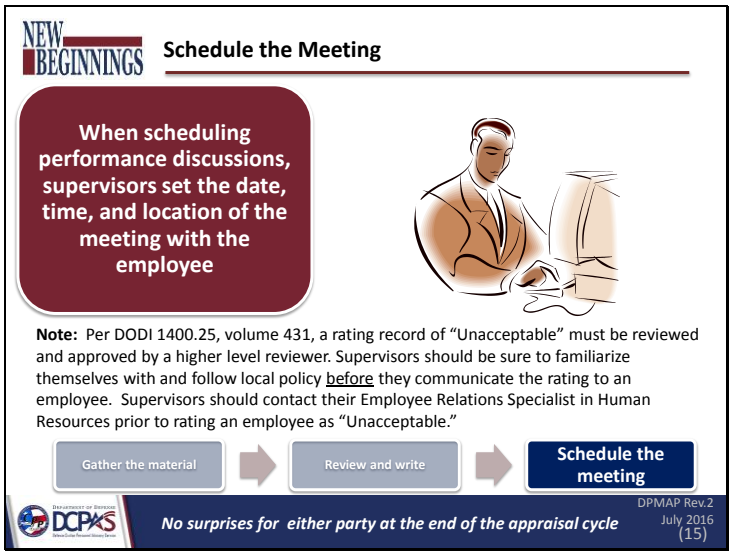
NEW BEGINNINGS
Schedule the Meeting
When scheduling performance discussions, supervisors set the date, time, and location of the meeting with the employee
Note: Per DODI 1400.25, volume 431, a rating record of "Unacceptable" must be reviewed and approved by a higher level reviewer. Supervisors should be sure to familiarize themselves with and follow local policy before they communicate the rating to an employee. Supervisors should contact their Employee Relations Specialist in Human Resources prior to rating an employee as "Unacceptable."
Gather the material
Review and write
Schedule the meeting
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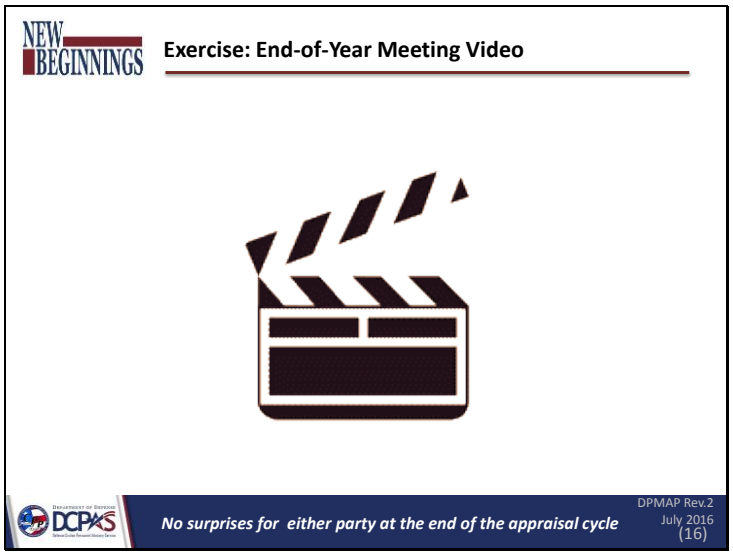
NEW BEGINNINGS
Exercise: End-of-Year Meeting Video
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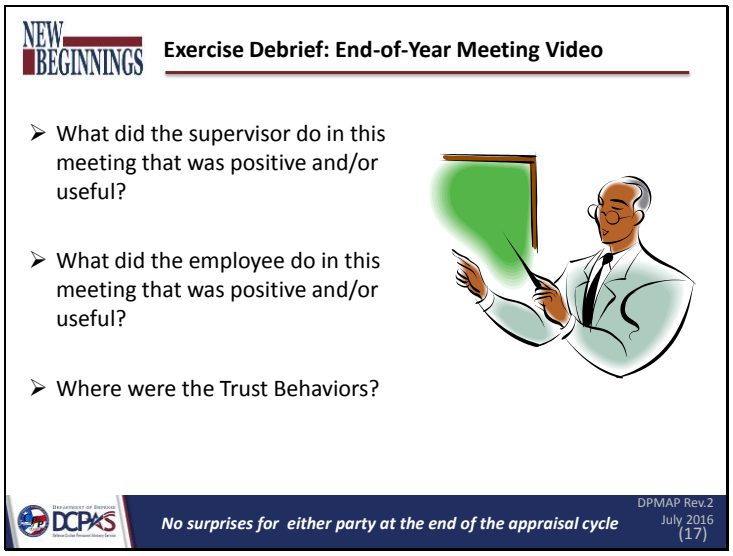
NEW BEGINNINGS
Exercise Debrief: End-of-Year Meeting Video
What did the supervisor do in this meeting that was positive and/or useful?
What did the employee do in this meeting that was positive and/or useful?
Where were the Trust Behaviors?
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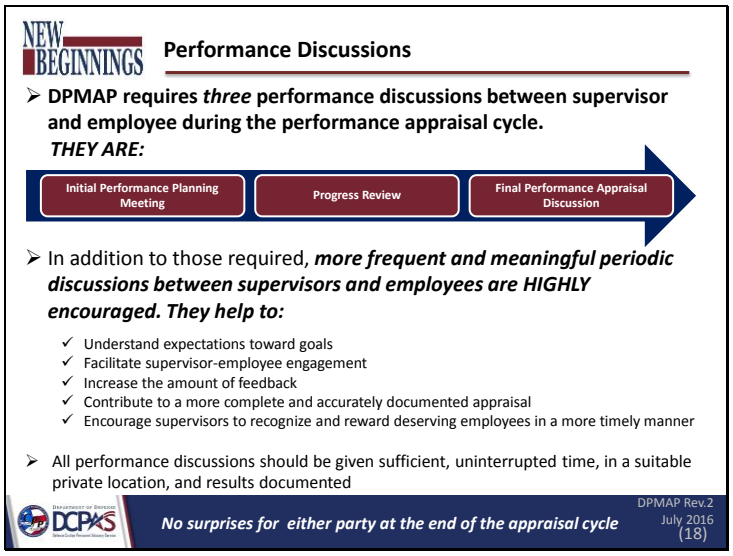
NEW BEGINNINGS
Performance Discussions
DPMAP requires three performance discussions between supervisor and employee during the performance appraisal cycle.
THEY ARE:
Initial Performance Planning Meeting
Progress Review
Final Performance Appraisal Discussion
In addition to those required, more frequent and meaningful periodic discussions between supervisors and employees are HIGHLY encouraged. They help to:
Understand expectations toward goals
Facilitate supervisor-employee engagement
Increase the amount of feedback
Contribute to a more complete and accurately documented appraisal
Encourage supervisors to recognize and reward deserving employees in a more timely manner
All performance discussions should be given sufficient, uninterrupted time, in a suitable private location, and results documented
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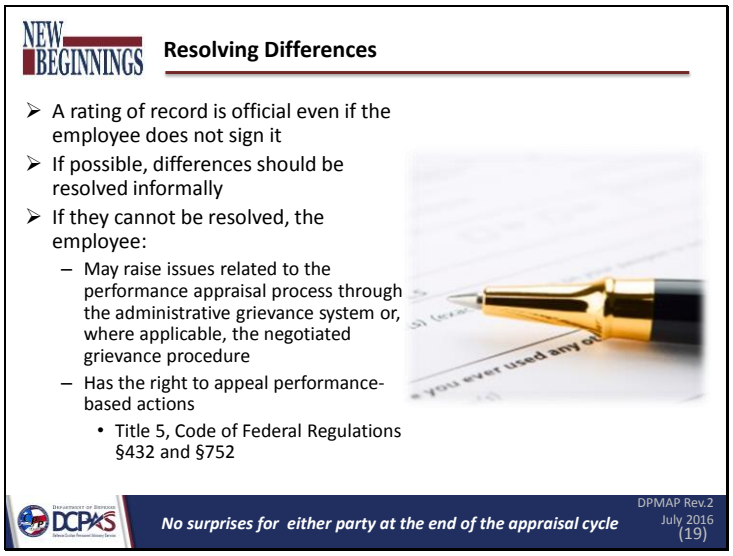
NEW BEGINNINGS
Resolving Differences
A rating of record is official even if the employee does not sign it
If possible, differences should be resolved informally
If they cannot be resolved, the employee:
– May raise issues related to the performance appraisal process through the administrative grievance system or, where applicable, the negotiated grievance procedure
– Has the right to appeal performance-based actions
• Title 5, Code of Federal Regulations §432 and §752
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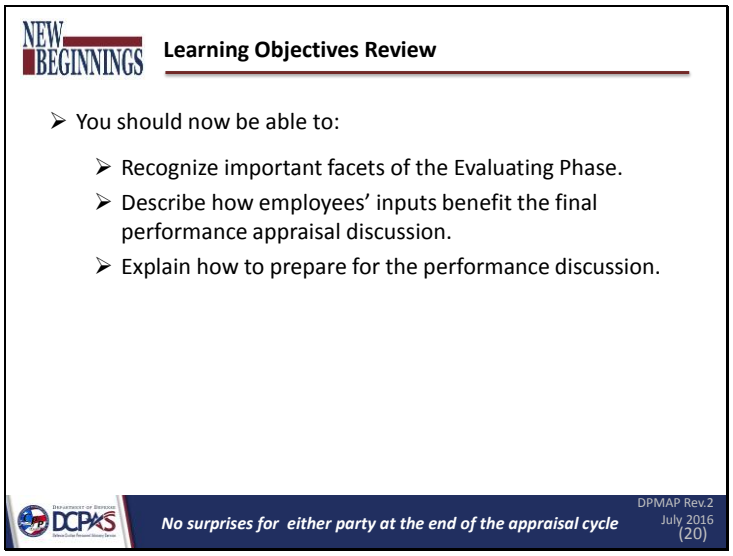
NEW BEGINNINGS
Learning Objectives Review
You should now be able to:
Recognize important facets of the Evaluating Phase.
Describe how employees' inputs benefit the final performance appraisal discussion.
Explain how to prepare for the performance discussion.
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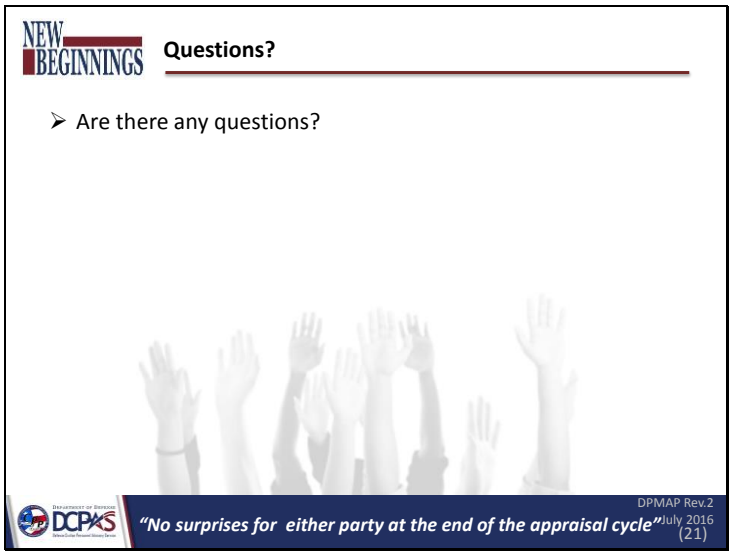
NEW BEGINNINGS
Questions?
Are there any questions?
DCPAS
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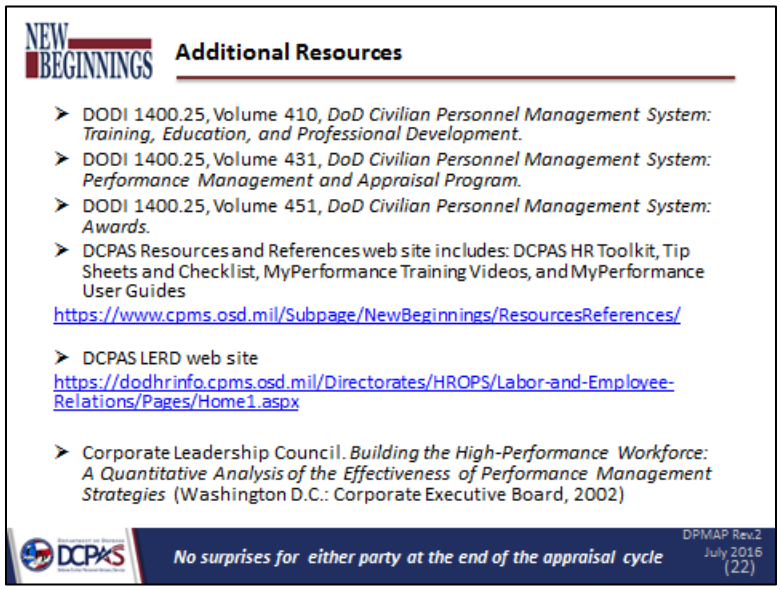
NEW BEGINNINGS
Additional Resources
DODI 1400.25, Volume 410, DoD Civilian Personnel Management System: Training, Education, and Professional Development.
DODI 1400.25, Volume 431, DoD Civilian Personnel Management System: Performance Management and Appraisal Program.
DODI 1400.25, Volume 451, DoD Civilian Personnel Management System: Awards.
DCPAS Resources and References web site includes: DCPAS HR Toolkit, Tip Sheets and Checklist, MyPerformance Training Videos, and MyPerformance User Guides
https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/
DCPAS LERD web site
https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Pages/Home1.aspx
Corporate Leadership Council. Building the High-Performance Workforce: A Quantitative Analysis of the Effectiveness of Performance Management Strategies (Washington D.C.: Corporate Executive Board, 2002)
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